

APPLIED PERFORMANCE PRACTICES

**KELOMPOK 6
CHAPTER 6**



**ALIKA SITI MAULIDA (PSIKOLOGI)
RANIAH FARAH NADHIFAH (PSIKOLOGI)
RIZKA RAHMAWATI (TEHNIK SIPIL)**

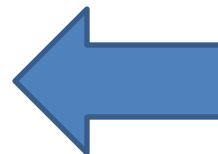
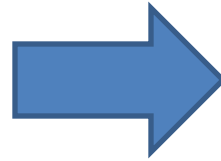


OUTLINE

- **The Meaning of Money in the Work Place**
- **Financial Reward Practice**
 - Membership and Seniority Based Reward
 - Job Status Based Reward
 - Competency Based Reward
 - Performance Based Reward
- **Improving Reward Effectiveness**
- **When Reward Go Wrong**
- **Job Design Practices**
 - Job Design and Work Efficiency
 - Job Design and work Motivation
 - Job Design Practices That Motivate
- **Empowerment Practices**
 - Supporting Empowerment
- **Self-Leadership Practice**
 - Self-Leadership Strategies
 - Effectiveness of Self-Leadership
 - Self-Leadership Contingencies



THE MEANING OF MONEY IN THE WORKPLACE



PERSONAL AND CULTURAL VALUES INFLUENCE THE MEANING OF MONEY.



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Financial Reward Practices

1. Membership- and Seniority-Based Rewards.
 2. Job Status-Based Rewards
 - Model reward yang diberikan sesuai dengan status pekerjaan.
 - **Job evaluation**
 3. Competency-Based Rewards
 4. Performance-Based Rewards
 - **Individual Rewards**
 - **Team Rewards**
- **Organizational Rewards**
 - **Employee stock ownership plans (ESOPs)**
 - **Profit-sharing plans**
 - **Evaluating Organizational-Level Rewards**



APPLIED PERFORMANCE PRACTICES

Four Reward Objectives its Advantages & disadvantages:

Reward Objectives	Sample Rewards	Advantages	Disadvantages
Membership /Seniority	Fixed pay Most employee benefits Paid time off	May Attract applicants Minimizes stress of insecurity Reduce Turnover	Doesn,t directly motivates performance May discourage poor performers from leaving
Job Status Job Evaluation is the basis	Promotion- based pay increase Status based benefits	Tries to maintain internal equity Minimizes Pay Discrimination Motivates employees to compete for promotions	Encourages hierarchy Which may increase costs and reduce responsiveness Reinforces status differences Motivates job competition
Competencies	Pay increase based on competency Skill based pay	Improves workforce flexibility Tends to improve quality Consistent with employability	Subjective measurement Of competencies Skill based pay plans are expensive
Task Performance (ESOPs)	Commissions Gain sharing Profit sharing Stock options	Motivates Task performance Attracts performance oriented applicants Organizational rewards creates an ownership culture Pay variability may avoid layoffs during downturns	May weaken job content motivation May distance reward giver from receiver May discourage creativity Tends to Address Symptoms not underlying causes of behavior

Improving Reward Effectiveness




**Link Rewards to
Performance**



**Ensure That
Are Relevant**

**Use Team
Rewards for
Independent Jobs**



**Ensure That
Rewards Are
Valued**

JOB DESIGN PRACTICES

JOB DESIGN AND
WORK EFFICACY

SCIENTIFIC MANAGEMENT

PROBLEM WITH JOB
SPECIALIZATION



JOB DESIGN AND WORK MOTIVATION

- Core Job Characteristics
 - Skill Variety
 - Task Identity
 - Task Significance
 - Autonomy
 - Job Feedback
- Critical Psychological States
- Individual Differences



JOB DESIGN PRACTICES THAT MOTIVATE

JOB ROTATION

JOB ENLARGEMENT

JOB ENRICHMENT



An illustration featuring a woman with brown hair and a pink top peeking from behind the left side of a large orange sign. On the right side, a man with brown hair, glasses, a light blue shirt, and a green and black striped tie is pointing his right index finger towards the sign. The sign is tilted and has a reflection effect on its surface.

EMPOWERMENT PRACTICES

EMPOWERMENT

Self-determination

competence

Meaning

Impact



SUPPORTING EMPOWERMENT

apa yang bisa di lakukan
oleh organisasi untuk
mensupport
pemberdayaan?

SELF-LEADERSHIP PRACTICES



SELF-LEADERSHIP STRATEGIES

Personal
Goal
Setting

Self-Talk

Mental Imagery

Self-
Reinforcement

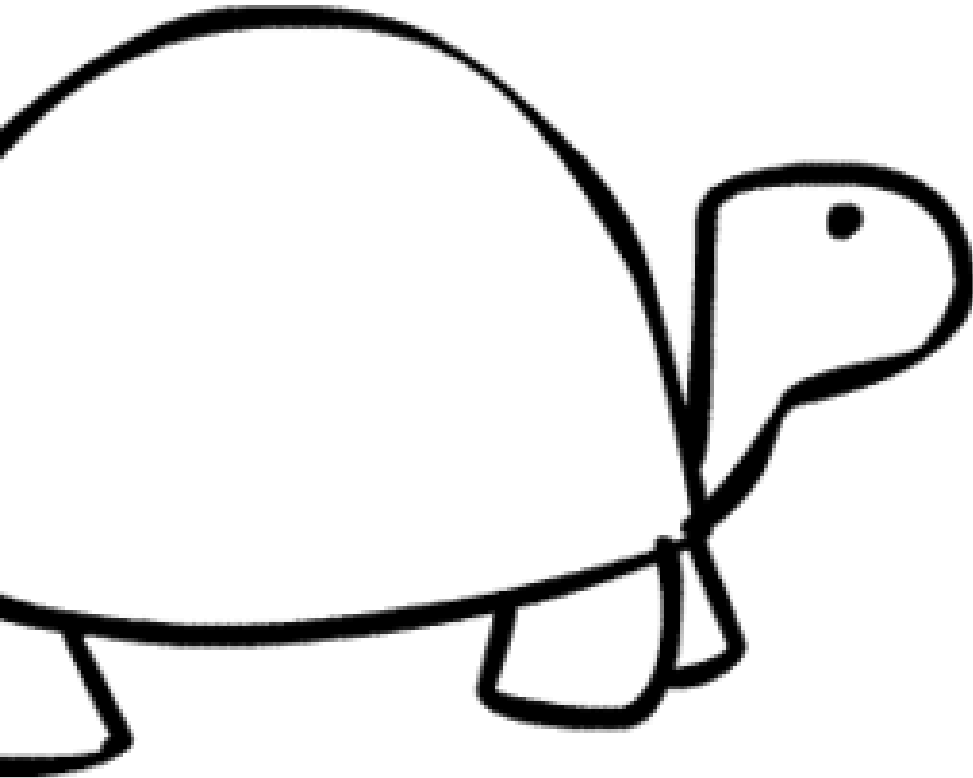
Self-
Monitoring

Designing
Natural
Rewards

Constructive
Thought
Patterns

Effectiveness of Self-Leadership

Self-Leadership Contingencies



THANK
YOU